The structure of social networks in IBEX 35 companies

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Abstract
This research has developed a complete map of the structure of social networks accepted by the companies in the IBEX 35 index. From an exploratory perspective, the way in which these companies include social networks in their communication policy was investigated from their presentation on official web pages to the possible correlation between economic size and channel selection. The main conclusion indicates that the marketing function is predominant for these companies and that the economic size has a positive correlation with the selection of more informative social networks to the detriment of the most conversational ones.

KEYWORDS
Social networks, Blogs, Ibex 35, Interactivity, Conversation, Capitalization.

Resumen
Esta investigación ha elaborado un mapa completo sobre la estructura de redes sociales aceptadas por las empresas del índice IBEX 35. Desde una perspectiva exploratoria se ha indagado la forma en la que estas empresas incluyen las redes sociales en su política de comunicación, desde la indicación en las páginas...
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1. INTRODUCTION

Nowadays, and thanks to technology, the communication function is strategic in the sense that it is capable of adding value to the business project of each organization (Castelló Martínez, 2013). As indicated by Klewes et al. (2017), the increase in connectivity on a global scale is a trend related to digital transformation. This phenomenon represents a challenge for the management of strategic communication of organizations since it forces to reorient the relationship with both external and internal target audiences, recognizing the existence of channels in which both are in a situation of equality (Túñez López & Altamirano, 2015), both in private organizations and in public entities. For example, the recent work by Alonso and López (2019) observed that for city councils, despite potentially limited resources, social media is in the upper zone of the options chosen to communicate with their audiences, providing a two-way dimension to the management of the communication. For this reason, the training and preparation of the communication director must take into account the new technological scenario, including the management of “digital media, corporate portals and social networks” (Costa, 2016, p.174).

The dominant paradigm until the advent of the 2.0 scenario was based on unidirectional communication channels with which organizations transferred information to their interest groups (Macnamara, 2010). As argued by Miller and Skinner (2015), the appearance of social networks has generated a significant loss of control over the areas of informational influence of organizations, especially when compared with traditional tools such as press releases or institutional statements.

The exhaustive literature review by Lei et al. (2019) concluded that organizations strategically use social networks for two main purposes, on the one hand, the dissemination of relevant information and, on the other, the generation of conversations with their audiences (Okazaki et al., 2020; Wang and Yang, 2020). Both activi-
ties are framed in the strategic communication of companies due to their intentional sense, focused on objectives and planned by professionals (Hamid, 2020). As Postman (2009, p.14) reflects: “a key aspect of success in the corporate use of social networks is to link communication initiatives to business strategy”. The adequate harmonization between both elements could represent a determining correlation between communicative objectives and corporate objectives according to previous literature (Enke & Borchers, 2019; Kick, 2015). However, recent empirical studies have detected that the informational aspect continues to be hegemonic compared to the possibility of generating conversations with target audiences in the Spanish business landscape (Aced Toledano, 2017; Duráñez-Stolle, 2017; Paliwoda-Matiolanska et al., 2020).

In any case, the potential offered by social networks and the 2.0 scenario in general are extensive for organizations to successfully achieve their communication objectives both in the field of public relations (Allagui & Breslow, 2016) and in the field of advertising (Alalwan, 2018). On the other hand, the corporate dimension of communication in social networks is of vital importance since there is empirical verification according to which messages on these platforms can affect the perception investors have of organizations (Bartov et al., 2018; Cade, 2018; Chen et al., 2014; Tom et al., 2018; Yang & Yang, 2017).

The model developed by Aichner and Jacob (2015) to evaluate the use of social networks by organizations is an example of the interest that these new channels have generated in their corporate environment. Their work was oriented towards evaluating the level of corporate activity on the different social platforms available. A relevant contribution of their proposal is based on the categorization of the different platforms according to their impact on the business of companies. Specifically, their work segmented the 2.0 scenario into 13 types of platforms and applied a degree of impact on each one according to the corporate function involved. Numerous studies have recognized this categorization (Barris, 2019; Korzynski et al., 2020; Poppel, 2020; Uttrup, 2017; Visser & Sikkenga, 2017). For example, the study by Flores Vizcarra (2019) analyzed the generation of content on social networks by four telecommunications companies in Peru.

This research has set two main objectives. In the first place, the preparation of a complete map of the digital communication channels that are part of the strategy of the companies that belong to the IBEX 351 (benchmark stock market index that measures the joint behavior of the 35 companies on the Spanish Stock Exchange with the highest capitalization, liquidity and volume traded). Social networks and blogs have been considered as digital communication channels, despite the fact that these have an eminently more informative and unidirectional nature. The inclusion of blogs on equal terms with social networks is due to the fact that their similar consideration by the analyzed companies and their dissociation from the information offered on official web pages have been empirically verified. Based on this observation, the digital communication structure of the set of IBEX organizations has been converted in terms of the corporate functions involved by applying the proposal of Aichner and Jacob (2015) in the form of coefficients.

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The second objective established had the purpose of extracting relevant findings regarding the existing relationships between the inclusion of social networks in the communication strategy and other company data. For this, the crossing of external variables such as the sector in which it operates, the size of the companies and the number of visits to its corporate website was applied.

Despite the fact that this study has used an eminently exploratory approach, some relevant questions may be raised from the start. First, if the IBEX companies consider social networks as one-way or conversational channels to communicate with their audiences or if there is a correlation between the economic size of a company and the use of social networks as a corporate communication channel.

2. METHODOLOGY

This work was based on content analysis to observe the presence of IBEX 35 companies on the different available social platforms. Data extraction was carried out by taking dichotomous qualitative variables (presence / non-presence) and nominal qualitative variables (presence, but without mention on corporate website / presence, but not with a corporate perspective). These data were quantified in spreadsheets both for the correlation between them and for the conversion into corporate functions according to the proposal of Aichner and Jacob (2015). This conversion was carried out by weighting the ratios provided by these two authors according to the value that the use of a certain social network has for organizations. Specifically, the assessment was made by multiplying the use of each social network according to whether it was not important (0), not very important (0.25), moderately important (0.5), highly important (0.75) or very highly important (1) in each of the corporate functions that these authors delimited: R&D, Marketing, Customer Service, Sales, Human Resources and Organization.

The detection of the social media channels integrated in the corporate communication strategy was carried out in the first place by analyzing the content of the official websites of each company, and secondly by consulting the aforementioned social platforms. From this first query, data was extracted from the channels that are hegemonic at a quantitative level: Twitter (number of followers), Facebook (number of “likes”), LinkedIn (number of followers) and Instagram (number of followers).

The data on the size of each of the companies was consulted by accessing the website of the Madrid Stock Exchange and taking as a reference the market capitalization (share price per number of shares in circulation). The sectoral categorization of each company was carried out using as a reference the structure proposed by the Madrid Stock Exchange. Finally, the quantification of the number of visits to the website of each company was obtained thanks to the Alexa web traffic measurement platform. The
results obtained can be consulted in detail in Annex 1.

Graphic representations were made on the final results obtained and data visualization was applied. This activity has the mission of obtaining a global understanding of relationships and patterns that are not accessible in any other way through the graphic observation of a set of data (Torres Ponjuán, 2010).

3. RESULTS

3.1 SOCIAL MEDIA CHANNELS ACCEPTED BY IBEX 35 COMPANIES

As previously mentioned, the first approach was made with descriptive objectives. The total number of social media channels and blogs that are part of the communication channel structure of each of the IBEX 35 companies were identified through content analysis. This observation, in which each company is considered to have the same value or weight, converted into a graphic representation, leads to Figure 1.

As can be seen in the graph, if the weighting of the IBEX 35 companies is the same, the order of importance of each social platform is: LinkedIn and YouTube (tied), Twitter, Facebook, Blogs, Instagram, Flickr and Pinterest. In this way, LinkedIn is at the top of social media channels for corporate use, serving the total number of IBEX companies that recognize it as their own communication channel with a total of 32 companies out of the 35 in the sample. This result undermines a presumed correlation between the number of total users of each platform and business or institutional use, since LinkedIn is in the eighth position in the ranking of social networks according to the volume of active users during 2020. An element that reinforces this disconnection occurs when the Reddit platform (social bookmarking website) that has a greater number of users is not recognized as an appropriate channel to be used by the analyzed companies. On the other hand, the predominant position of YouTube, the platform with the highest corporate use of the sample together with LinkedIn, would partially correspond to the number of users since the social video platform is the second most important worldwide when this data is taken as a variable.

These results empirically corroborate, albeit indirectly, the recent work by Duráñez-Stolle (2017) in which it was concluded that the dialogic component of social networks is not the one that prevails in the use of corporate-type social networks in comparison with the unidirectional emission component of the information. The harmony between both arguments is found in that the two platforms most used by the IBEX 35, according to the data of this study, were YouTube and LinkedIn and were the ones with the lowest interactivity ratio compared to Facebook. The measurement based on daily activity places Facebook with a higher ratio (50% of
users use it more than once a day) compared to YouTube (28%) and especially LinkedIn (13%).

On the other hand, the quantification of channels accepted by IBEX 35 companies can be put into context thanks to a study that took data from 2014 and also observed the number of social media channels in IBEX 35 companies. The doctoral thesis of Aced Toledano (2017) indicated that 17 companies had at least one blog (compared to 22 found in 2020), 26 had a Facebook page (compared to 24), and 30 had a Twitter profile (compared to 28).

The comparison in the use of these three channels from 2014 to now is conditioned by the change in the companies that make up the stock index. However, it can be said from a general perspective that there has been a broadening of horizons in the acceptance of social networks by large companies during these six years. This statement is due to the increase in blogs and Facebook, on the one hand, and because the alleged decrease in Twitter channels is potentially influenced by two factors. In the first place, due to a small variation in the applied methodology (this research has observed a corporate or recognized use on the official website) and secondly, due to the advent of technological alternatives such as the WhatsApp business API that was launched in 2018. This platform allows an interaction focused on customer service (a non-main function that Twitter also has) and currently has an acceptance of 84% as a channel of interaction with users in medium and small companies according to February 2020 data provided by Hootsuite.

Another relevant issue that is observed through the description of the accepted channels from a corporate perspective indicates that a significant number of companies use certain platforms as their own, but do not advertise any of them on their official website. This finding is the result of the application of two levels of detection of social networks, a first based on their inclusion on the home page of each website and a second through a direct search on the hegemonic platforms at a quantitative level: LinkedIn, YouTube, Instagram, Twitter, Facebook and Blogs.

It was observed that, with the exception of Facebook and Twitter, there is a proportionally high trend towards non-recognition of the use of one or more social media channels on the corporate website. When reviewing the activity of the companies in the sample, it was detected that 83% of the IBEX 35 companies omit the use of at least one social media channel or blog on their official website. For example, 44% of the IBEX 35 companies that have a YouTube channel do not indicate its existence on their website; similar percentages can be observed with other channels such as Instagram (38%) and LinkedIn (31%). The most striking empirical evidence is produced when analyzing the results of all companies that have a corporate blog, but do not advertise it directly on their official website. The application of two levels of scrutiny indicated that 77% of the IBEX 35 companies that post content through an institutional blog did not indicate this channel on their official website. Curiously, a large part of the companies that do clearly indicate this belong to the financial sector and use this channel to offer information on economic trends and reports on corporate social responsibility.

This largely veiled perspective is reinforced when the formats used in the blogs that were not directly recognized tend to avoid the promotional presence of each of the entities that are organizers and generators of the content. For example, the same titles used on each website offer signals about a dissociation with respect to purely corporate or promotional use (for example Talensostenible.acciona.com
in the case of Acciona or jubiliacióndefuturo.es in the case of BBVA) without actually owning a fraudulent sense (flog). Therefore, it can be said that there is a general trend towards the explicit non-disclosure of corporate blogs as institutional channels compared to more interactive spaces such as social networks.

3.2 CONVERSION OF SOCIAL NETWORKS INTO CORPORATE FUNCTIONS

As indicated in the methodology, the work of Aichner and Jacob (2015) evaluated the social platforms and blogs used by companies. Within their study, they carried out a weighting of each type of social platform regarding the impact on the corporate function of organizations. In this way, and categorizing the degree of connection, a weighting of the corporate functions related to each of the social platforms used by IBEX 35 companies has been applied (Figure 2).

As Figure 2 clearly indicates, the marketing function appears to be the most important in relation to the type of social networks used by IBEX 35 companies. In second and third place would be human resources and talent management activities, and customer service using social media.

3.3 CAPITALIZATION AS A DETERMINING FACTOR IN THE USE OF CORPORATE SOCIAL NETWORKS

Although there is a large bibliography on the relationship between size of organizations and use of social networks, especially in the case of small and medium-sized companies (Ahmad et al., 2018; Behan, 2014; Karimi & Naghibi, 2015; Meske & Stieglitz, 2013; Roy et al., 2014; Srinivasan et al., 2016) there are no studies that directly correlate the economic dimension with the greater or lesser use of social networks. To give a partial answer to this dilemma, this research has extracted the market capitalization data and has been combined with the acceptance or non-acceptance of each of the social networks that are part of the digital environment of these organizations.

Taking the companies from the IBEX 35 group as the sample, the introduction of the economic component partially subverts the obtained results in which the different companies

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8 As commented in the Methodology section, the importance ratio in each corporate function was applied following the proposal of Aichner and Jacob (2015) as follows: 0 (no importance), 0.25 (low), 0.5 (medium), 0.75 (high) and 1 (very high).
are pondered with the same weight. As can be seen in the following figure, if the market
capitalization of each of the companies in the sample is quantified, there is a relevant change
in the hegemony of the most important social platforms used in the IBEX 35 (Figure 3).

When introducing a weighting by capitalization of the companies, it can be seen that YouTube
stands out alone as the social network with the highest corporate use followed at a short
distance by LinkedIn, and in a lower range are Instagram, Twitter, Facebook, Blogs and finally,
with a residual presence, Flickr and Pinterest.

The most relevant issue that emerges in the inclusion of the capitalization variable suggests
the growing commitment of the largest companies to the use of Instagram, since the weigh-
ting by capitalization places this platform in third place despite having a significantly lower
number of companies that bet on this channel (Figure 1). Therefore, there is a correlation be-	ween the size of the companies and the acceptance of the use of Instagram as a means of
communication.

In order to evaluate these results in greater depth, these were ordered by quartiles\(^9\) of mar-
tet capitalization and other variables that were quantitatively measurable. Grouping into quartiles allows the categorization of a subset of data in relation to the total population of data. In this way, as Díez and Moulines (2008) indicate, a scientific concept of a metric (quantitative) type allows to obtain a concept of a comparative (qualitative) type and this in turn allows a classificatory (qualitative) concept.

The variables that were quantified and grouped into quartiles, in addition to the aforemen-
tioned financial dimension, were the number

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9 Division of a numerically ordered data set into four equal parts.
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This same dynamic, but even more significant, occurs in the sixth level organized by the number of Facebook users. The companies that have a lower number of followers or that do not accept this platform within their communication policy have a higher capitalization than all other groups of companies, including those with a greater number of users. This phenomenon contravenes the common nature in the rest of the parameters, according to which companies with greater financial mass also obtain better ratios in web visits and followers in social networks.

In turn, the distribution of Facebook and, to a lesser extent, of Twitter are more revealing when the accumulated capitalization between these two platforms and Instagram is barely unbalanced, as can be seen in Figure 3. That is, although there are no major differences in cumulative capitalization of these three channels, the ordering by quartiles indicates a clear positive correlation between followers and capitalization in the case of Instagram and a negative correlation in the case of Facebook (and to a lesser extent in Twitter).

The provisional conclusion that can be taken from this phenomenon suggests that, once again, there is a policy of large companies (and within these the most economically important) to bet on channels with a greater unidirectional dimension to the detriment of the conversational perspective. This indication is based on the fact that Facebook is the channel with the highest interaction if this is measured as access by active users more than once a day (50-43% of users). Twitter would be in second place in terms of interaction with respect to the platforms included in the organization by quartiles with 27% access, followed by Instagram with 24% and LinkedIn with 13%. Therefore, there is an inverse correlation between the level of interactions on the platform (conversational dimension) and acceptance by companies with the highest capitalization (economic dimension).

This argument is due to the fact that LinkedIn and Instagram maintain a structure that in the first quartile by number of users is also the largest grouping by capitalization, although in the third and fourth quartiles they have exchanged positions. In the case of Twitter, the first quartile by number users continues to be correlated with greater capitalization, although the quartile with fewer users obtains a second order of importance by capitalization. Finally, the quar-

4. DISCUSSION AND CONCLUSIONS

This research proposed an observation of the ecosystem of social networks of IBEX 35 companies, both those promoted on their official website and those only recognized to a greater or lesser degree (social networks or blogs).

The conclusions can be stated through several key points. On the one hand, as previous studies focused on companies in this stock index have outlined (Aced Toledano, 2017; Durán-tez-Stolle, 2017) there is a wide acceptance of social networks within the communication policy of these companies. Even a slight increase in recent years is recognizable if the evolution of technology and the change in the methodological framework are assessed.

On the other hand, the explicit non-recognition of corporate blogs is a generalized phenomenon and represents a policy that coincides with the same format of websites in which a non-obvious promotion of the image of the company is sought. Blogs, according to the sample analyzed, were used as parallel routes to communication activity before the appearance of the 2.0 scenario, but avoiding an obvious visibility of the promoter companies. This characteristic can be related to its eminently one-way perspective compared to social networks.

According to the data from this research, the marketing function is preeminent if the use of social media platforms is converted into corporate functions according to the proposal by Aichner and Jacob (2015). This question tangentially reaffirms the logic according to which large companies, such as those that belong to the IBEX 35, maintain a vision of information transfer over a conversational approach. This conclusion is based on the fact that the conversion of Aichner and Jacob’s (2015) proposal to coefficients leaves the Customer Service function at a clearly lower level.\(^\text{13}\)

Finally, the economic dimension valued in this research empirically confirms the conclusion of the studies by Aced Toledano (2017) and Durán-tez-Stolle (2017). In the works of these two authors it was concluded that large companies make use of social networks from a more informative perspective than as a space for the generation of interactions and dialogue. Although the analyzed sample is based only on large companies, this work has coincided in this finding since within this same range it can be observed that Facebook, as the social network that generates more daily activity, is the most important in number of followers for companies that have a smaller capitalization. On the contrary, two platforms with a clearly lower interaction, LinkedIn and Instagram, are at the top in number of users for the companies with the highest capitalization.

In this way, this study provides a significant indication based on verifiable data and that corroborates previous conclusions obtained using other methodologies. It should be noted that this research has been based on a sample limited to the companies with the largest capitalization in Spain at a given time. In the same way that this question avoids the formulation

\(^{13}\) Always in third place after the functions of Marketing and Human Resources, except in the sector of IBEX companies classified as Services in which it is only below Marketing.
of generalizations, it opens the door to future works that confront the category of the companies analyzed with companies of different places or characteristics, such as emerging companies.

REFERENCES


ANNEX 1: Data obtained in the investigation

Table 1

<table>
<thead>
<tr>
<th>Name</th>
<th>Alexa Ranking</th>
<th>LinkedIn Followers</th>
<th>Instagram Followers</th>
<th>“likes” on Facebook</th>
<th>Capitalization</th>
</tr>
</thead>
<tbody>
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<td>68.003</td>
<td>0</td>
<td>96.709.712</td>
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<td>Iberdrola</td>
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<td>219.083</td>
<td>33.674</td>
<td>38.738</td>
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<td>783.193</td>
<td>20.416</td>
<td>233.000</td>
<td>59.442.996</td>
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<tr>
<td>Amadeus</td>
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<td>70.908</td>
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<td>Telefónica</td>
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<td>8.025</td>
<td>25.890</td>
<td>843.000</td>
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<td>5500.000</td>
<td>31.325.731</td>
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<td>AENA</td>
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<td>38.743</td>
<td>11.122</td>
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<td>ENDESA</td>
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<td>25.940</td>
<td>24.590.000</td>
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<td>8.732</td>
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<td>Ferrovial</td>
<td>266.079</td>
<td>253.375</td>
<td>6.606</td>
<td>79.248</td>
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<td>REPSON</td>
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<td>475.456</td>
<td>34.428</td>
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<td>Cellnex</td>
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<td>0</td>
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<td>Caixabank</td>
<td>1.561</td>
<td>97.474</td>
<td>97.262</td>
<td>182.000</td>
<td>16.149.883</td>
</tr>
</tbody>
</table>
Note: quantitative data of the main social networks of the IBEX 35 companies grouped by capitalization of each company. Alexa ranking, number of followers on LinkedIn, number of followers on Instagram, number of “likes” on Facebook and market capitalization (in millions of euros).

<table>
<thead>
<tr>
<th>Company</th>
<th>Excel</th>
<th>LinkedIn</th>
<th>Instagram</th>
<th>Facebook</th>
<th>Market Capitalization (M€)</th>
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<td>IAG</td>
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